



Project, Programme and Portfolio Management (P3M)

G-Cloud 15

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About this service

BMT's Project, Programme and Portfolio Management (P3M) service enables organisations to deliver cloud and digital change effectively by providing structured governance, clear decision-making frameworks and consistent delivery approaches across programmes and projects. We act as a **trusted, vendor-neutral partner**, helping you design, implement and operate the P3M structures, processes and behaviours needed to achieve predictable delivery outcomes and realise benefits.

Our service draws upon industry-recognised best practice, including **APM**, **PRINCE2**, **Managing Successful Programmes (MSP)** and **Management of Portfolios (MoP)**, combined with Agile delivery methods where appropriate.

When to use this service

Use this service when your organisation needs to:

- Establish or improve P3M capability to support cloud, digital or transformation portfolios.
- Ensure projects and programmes are aligned to strategic objectives and deliver measurable benefits.
- **Strengthen project delivery performance**, ensuring projects are delivered to agreed cost, time, quality and benefit expectations.
- **Deliver cloud and digital projects effectively**, using structured P3M governance, assurance and delivery methods.
- Improve portfolio prioritisation, investment decision-making and dependency management.
- Strengthen governance, risk, assurance and reporting frameworks.
- Address underperforming projects or unclear programme structures.
- Integrate cloud-based services into wider organisational change activities.

This service is particularly valuable where organisations are modernising through **cloud adoption**, **digital service redesign**, **operating model change** or **large-scale transformation portfolios**.

What we deliver

Typical outputs include:

- **P3M capability and maturity assessment**, with recommendations aligned to organisational goals.

- **P3M framework design**, including policies, processes, templates and governance standards.
- **Portfolio prioritisation model** and investment appraisal criteria.
- **Programme governance and delivery structures**, tailored to cloud and digital initiatives.
- **Project delivery lifecycle**, integrating Agile and waterfall methods where relevant.
- **Performance management framework**, aligned to corporate reporting needs.
- **Integrated suite of schedules** for resource capacity planning.
- **Benefits management framework** with clear benefit profiles and realisation tracking.
- **Training, coaching and skills uplift** for PMs, programme managers, sponsors and business change leads.
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These outputs provide the foundations for a consistent, predictable and strategically aligned P3M environment.

What benefits we provide

Our P3M service delivers:

- **Greater delivery predictability**, through consistent governance and structured planning.
- **Improved investment decision-making** via transparent prioritisation and portfolio insight.
- **Enhanced alignment** between cloud/digital initiatives and organisational strategy.
- **Higher programme success rates**, through stronger assurance and dependency management.
- **Reduced risk**, with clearer controls and enhanced visibility of issues and impacts.
- **Faster time-to-value** for cloud and digital services.
- **Greater in-house capability**, supported by targeted knowledge transfer and training

How we deliver this service

We provide a scalable, flexible service via a Managed Service delivery model. Each engagement is led by a BMT Lead Consultant, with relationship continuity and governance oversight provided by a dedicated engagement manager.

Our approach ensures:

- Close collaboration with your strategic and operational stakeholders.
- Structured quality assurance supported by KPIs, governance reviews and independent peer checks.
- Regular communication and transparent status reporting.
- Effective knowledge transfer to uplift your organisational P3M capability.

Our goal is to deliver **sustainable P3M environment**, not long-term dependency.

We design, establish and embed the governance, structures, culture, behaviours, processes and tools necessary to manage cloud and digital change effectively across portfolios, programmes and projects. Our approach blends strategic alignment, cultural readiness, consensus-building and practical delivery support to ensure your P3M environment is both effective and sustainable.

Our delivery approach typically includes:

- **Understand strategic direction** – Engage with executives and stakeholders to clarify strategic drivers, desired outcomes, cultural constraints and organisational context.
- **Assess current P3M capability and maturity** – Review structures, processes, roles, skills, behaviours, collaboration effectiveness and tooling. This includes understanding how well your current portfolio, programme and project performance is monitored and controlled.
- **Define the P3M framework** – Create or refine a tailored framework aligned to your organisation's culture, cloud delivery models and development approaches. This includes policies, processes, templates, guidance and documentation required for consistent delivery.
- **Establish governance and controls** – Implement clear governance structures, lines of accountability and responsibility, assurance mechanisms and integrated controls aligned with existing corporate systems.
- **Review and recommend appropriate change initiatives** – Identify improvement opportunities, recommend suitable programmes or projects, and ensure alignment with strategic priorities and expected benefits.
- **Implement delivery processes** – Establish consistent processes for planning, scheduling, risk, issue, change, dependency and benefits management, ensuring alignment with PRINCE2, MSP, MoP, APM and Agile delivery methods.
- **Deploy tools, templates and guidance** – Provide a comprehensive P3M toolkit optimised for your organisation, including scheduling tools, risk management approaches, benefits frameworks and assumptions management techniques.
- **Provide experienced P3M staff and training** – Supply skilled programme and project professionals when needed, and deliver training to uplift capability across PMs, programme managers, sponsors and business change leads.

- **Measure progress and support delivery** – Monitor progress, analyse performance, track impacts, and ensure decision-makers have the insight to make risk-aware choices.
- **Operate and optimise** – Provide ongoing coaching, support and assurance until structures, behaviours and processes are embedded and functioning effectively.

We work collaboratively across all organisational levels to build consensus and secure buy-in throughout implementation. Our methodology ensures meaningful knowledge transfer, enabling your teams to confidently operate and improve the P3M environment independently over time. We ensure the P3M environment integrates effectively with **cloud transition programmes, digital delivery teams, PMO functions and Project Controls Systems.**

Experience

We have delivered P3M services for:

- **UK Ministry of Defence (MOD)** – Ships Operating Centre, Maritime Combat Systems portfolio.
- **EDF Energy** – major capital programmes.
- **Metropolitan Police Service** – digital and organisational change programmes.
- **Other major UK government and critical-infrastructure organisations.**



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